

RECORD OF DECISIONS

69th ANNUAL GENERAL MEETING

AIR CADET LEAGUE OF CANADA



17-19 JUNE 2010

REGINA, SK

Record of Decisions

69th ANNUAL GENERAL MEETING OF THE AIR CADET LEAGUE OF CANADA
DELTA REGINA
REGINA, SASKATCHEWAN
16-19 JUNE, 2010

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II BUSINESS ARISING

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- 3.17 National Effective Speaking Competition Committee
- 3.18 Policy, Procedure, Bylaw Committee
- 3.19 Foundation
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2010 Annual General Meeting – 19 June 2010

ATTENDEES

Chairperson	Joe Johnson	National President
Parliamentarian	Jim Ash	National Past President
Executive Committee	Jan Reidulff Grant Fabes Ken Higgins Bob Robert Tom White	Past President First Vice President Vice President Vice President Vice President
Governors	Robert Burchinshaw Eric Steffensen Gladys Jarvie John Walker Keith Mann Ralph Thistle Geoffrey Johnston Marc Lacroix Lloyd MacIntyre	Governor Governor Governor Governor Governor Governor Governor Governor Governor
Advisory Board	Guy Albert Irene Doty Harold Fowler Max Goldack Bob Goudie Craig Hawkins David Hayden Fred Hopkinson Ron Ilko Leonard Jenks James McKeachie Brent Wolfe	National Past President National Past President National Past President National Past President National Past President National Past President National Past President National Past President National Past President National Past President National Past President National Past President
Provincial Chairpersons	Gary Pinsent Ernest Wiesner Bud Stewart Dave Vokey Michel Côté Don Berrill Rick Mortensen Mark Brickwood Gary Winkleman Fred Johnsen Tom Holland	NL NS NB PE QC ON NWO MB SK AB BC

Members/Delegates

Edgar Allain	Norm Lovitt
Marcel Bineau	Howard Mar
Chantal Boily	Nancy Matheson
Greg Boudreau	Gordon McRae
Carol Cox	Stan Monkman
Bill Cumming	Jim Mullins
Jim Darcel	Eric Murray
Richard Donaldson	Merv Orziny
Maureen Drolet	François Provencher
Robert Drummond	Ronald Rique
Jerry Elias	Martin Schultz
George Evans	Terry Slater
Stan Harry	Yvon Soucy
Stanley Horton	Thomas Tabarowski
Tina Kirkpatrick	Sandra Wells
Darlene LaRoche	
Terry Lewis	

Provincial Committee Offices

Pierre Barabey	Executive Director, QC
Richard Petrowsky	Executive Director, SK
David Brown	Executive Director, ON
Dale Crouch	Executive Director, Pan Territorial
Ilona Turra	Chief Administrative Officer, BC

Military

LCol François Gaboury	SSO Air Cadets, DCdts, Ottawa, ON
Maj Bill Fox	National Air Operations Officer, DCdts, Ottawa, ON
Maj Pierre Giroux	Air Cadet Coordinator, DCdts, Ottawa, ON
Cap Andrea Matheson	Programme Development, Air, DCdts, Ottawa, ON

National Headquarters Staff

Sarah Matresky	Executive Director
Joan Gray	Administrative Assistant
Leigh Ann Pingyin	Administrative Officer

I ADMINISTRATION

1.1 WELCOME BY THE NATIONAL PRESIDENT

National President Joe Johnson welcomed everyone to the 69th Annual General Meeting of the ACL.

1.2 INTRODUCTION OF GUESTS AND DELEGATES

Jan Reidulff – Past President, Sarah Matresky – Executive Director. Jim Ash Parliamentarian, DCdts staff: Maj. Pierre Giroux – AC Coordinator, Capt. Andrea Matheson – AC Programme Development, LCol Leo Brodeur – CO Regional Cadet Support Prairie, Chief Warrant Officer Amy Lafleur – Region CWO, LCol. François Gaboury - SSO cadets, LCol. Beverly Scoggins – Civil Air Patrol, Theresa Davis-Woodhouse – Canadian Aviation Maintenance Council, Wayne Gouveia – APAC, Group Capt. JP Dacre – Air Training Corps United Kingdom, Herb Spear – WestJet Pilots Association. The Advisory Board Members and the Board of Governors were introduced. Provincial Committees Chairpersons then introduced their delegates.

1.3 MOMENT OF SILENCE

A moment of silence was observed in honour of all Air Cadets, Air Cadet League volunteers, Canadian Forces Members and friends of Air Cadets who had passed away since our last meeting, including:

- Bill Beattie
- Theresa Merry
- Norman A Leblanc
- Ivy Marie Veronica White
- Diane Ash
- Cadet Daniel Yukavishkey
- Iva Stewart
- Raila Alberta
- Mary Spear
- WO2 J.A. Shallin
- WO2 John W Greeve
- WO2 Steven Winsalio
- Fsgt Warren Foley
- Fsgt Max Oliute
- Sgt Fred Dresser
- Sgt Fred Ward
- Capt Terrence Lamb

1.4 CONFIRM NOTICE OF MEETING

The Executive Director Sarah Matresky confirmed that the Notice of Meeting was duly circulated in February 2010, that there was a Quorum, and this gathering was a properly constituted meeting of the Air Cadet League of Canada.

1.5 CALL TO ORDER – REVIEW OF THE AGENDA

The President called the 69th Annual General Meeting to order. The Agenda was reviewed.

1.6 NEW ITEMS FOR THE AGENDA

There were no new items for the Agenda.

1.7 APPROVAL OF THE PARLIAMENTARIAN

MOTION: Moved/Seconded that Jim Ash be approved as Parliamentarian. **Carried**

1.8 REPORT OF THE PARLIAMENTARIAN

Jim Ash indicated that whoever puts forward a motion has the right to be the first speaker.

1.9 APPROVAL OF THE AGENDA

MOTION: Moved/Seconded that the Agenda be approved as presented. **Carried**

1.10 APPROVAL OF THE RECORD OF DECISIONS OF THE PREVIOUS ANNUAL GENERAL MEETING

MOTION: Moved/Seconded that the Record of Decisions for the previous Annual General Meeting be approved as circulated. **Carried**

II BUSINESS ARISING

2.1 BUSINESS ARISING

The Chairman of the meeting noted that all Business Arising from the 2009 AGM in St. John's Newfoundland had been attended to.

III RECEIVING REPORTS

3.1 NATIONAL PRESIDENT

Joe Johnson stated that the financial situation of the ACL is now in good order. He would like to ensure that recruiting and retention remains a future focus for everyone. He added that there was a recent discussion with DCdts regarding the supervision issue, which is under consideration and the League is currently awaiting a response. J. Johnson extended his gratitude to the National Office staff and to DCdts for another successful year.

J. Johnson indicated that the full report of the National President is included in the Annual General Meeting (AGM) Meeting Book.

3.2 EXECUTIVE DIRECTOR

Sarah Matresky gave a brief update concerning the meeting with lawyers to finalize the trademarks as it has been a long-term outstanding issue. She added that the glider accident that occurred in 2006 is in the early stages of working its way through the legal system and she will provide more information to the members as it becomes available. S. Matresky said that the SAM will be in Ottawa during the third week in November although the details are still being negotiated with the hotels. She added that she was pleased to report that the League's relationship with Mrs. Birchall was improving. As well, the National catalogue is still in operation and it is the National Office's objective to have one new gift item available to the members and squadrons every year. She reaffirmed the National Office's commitment to provide an improved level of service to its members, and as a result they need feedback from the membership regarding ways in which it can improve.

Question		Answer
Geoffrey Johnston	requested clarification on trademark usage, specifically who owns the Cadet Canada trademark and are Sponsoring Committees entitled to use.	Sarah Matresky confirmed that the Cadets Canada logo is owned by the Government. The League is allowed usage with permission as long as proper credit is given.

S. Matresky indicated that the full Executive Director's report has been included in the Annual General Meeting (AGM) Meeting Book.

3.3 DIRECTOR OF CADETS REPORT – COL. CRAIG FLETCHER

Presented by LCol. François Gaboury. The PowerPoint Presentation by LCol. Gaboury has been included at **Appendix A**.

This report highlighted:

- Fiscal Year 2009/2010
- Issues update
- Air Cadet Programme
- Way Ahead
- Questions

The following is a summary of the major points made by LCol. Gaboury in his presentation (questions at the end):

- Experienced an operating budget cut for the first time. Attempting to not affect any training with the new 3.8 million budget cut.
- The cadet population growth initiative (implemented in September 2009) – decrease appears to be levelling off. Cadet population still declining although DND has noticed a slight increase in air cadets.
- More focus has been placed on smaller squadrons, to offer the same quality product across the country so all cadets get the same experience.
- Youth population is decreasing, target is above 1.7% of the total youth
- The goals (which are achievable) with the current infrastructure, is to have the numbers in 2013 back to 60000 cadets and by 2016 up to 70000 cadets.
- IACE: 75 outgoing cadets and 72 incoming (discrepancy is because we send fewer escorts).
- Canadore College now offering two Airport Operation Courses. Initiative to provide flying hours (continuation of flying for cadets). New winches are being acquired, received 4 with 2 more on the way.

The following is a summary of the major points made by Capt. Matheson in her presentation (questions at the end):

- Cadet programme update project successfully received at local levels, better implementation this year.
- New programing areas and updates in the seven 3 week courses.
- Focusing resources into the development of a strong programme for our senior cadets, hopes to encourages the role of a senior leader for retention.

Question

1) Question: If surveys or studies have been completed to determine whether cadets who attend a CSTC have been retained at a higher level? If so, is there any intention to expand current CSTC opportunities in order to increase retention?

2) Question: Is there an initiative in place to talk to cadets about career opportunities in the aviation industries?

Answer

LCol. Gaboury numbers were lowered at CSTC courses due to no-fills, at last count 260 no-filled billets in basic course and 3 week programmes. They are currently looking for a balance. **Capt. Matheson** added that exit data is available on why cadets leave but it is uncertain whether the two are linked. It is known that we statistically lose cadets after the 2nd year if they have not been to camp.

Capt. Matheson stated that the end of each programme features a summary where career opportunities are discussed on the relevant aspect of the industry.

3) Question: Can we coordinate better in sharing scholarship and bursary information and is there anything the League could do to better assist with the delivery of materials?

Capt. Matheson agreed and will make a point of coordinating information releases with S. Matresky.

4) **Len Jenks** – stated that when interviewing cadets and asking if they were going to camp he has often heard a disappointed negative reply. He acknowledges there are no-fills in some areas but cadets still seem to be unable to go.

LCol. Gaboury confirmed that they are prepared for 9500 cadets in attendance at the CSTCs. That number will increase once the cadet population goes up.

This concluded the briefing of the Director of Cadets.

Awards

Certificates of Recognition, Merit and Honour were presented. See Appendix K for a list of recipients.

Strategic Plan Update

J. Reidulff reported that a detailed Strategic Scorecard will be posted to the website next week. The SPU initiative began at AGM 2008 where the League's mission and vision were revised. J. Reidulff added that a guide was provided detailing the direction the League should head; how it will get there; and how the progress will be evaluated. The SPU contains 35 goals and 94 objectives.

The four strategic goals are:

- a) To enhance the health, growth and image of the air cadet league. To date, 15 of the 39 objectives completed, 5 of the 12 goals.
- b) To enhance national level of the league support to provincial and squadron sponsoring committee. To date, 8 of 19 objectives completed, 2 of the 7 goals completed.
- c) To promote the health and growth of the air cadet population and programme. To date, 13 of the 23 objectives and 2 of the 10 goals have been completed.
- d) To develop longer term resource plans and programmes. To date, 7 of the 13 objectives, 3 of the 6 goals have been completed.

He added that the process is ongoing and the League needs active participation from members at all levels.

3.4 BOARD OF GOVERNORS

Report not given due to compilation of committee reports to follow.

3.5 NOMINATING COMMITTEE

Len Jenks, Chair of the Nominating Committee announced the slate of nominees for 2010-2011. The list was read out, submitted for consideration and posted prior to lunch. L. Jenks spoke of creating an opportunity for the recommended person to submit a bio and answer questions to further assist the committee.

3.6 ADVISORY BOARD

David Hayden reported that the Advisory Board met and 14 past presidents were in attendance. The Advisory Board had elections for new committee Chairs and explained that there are three committees that make up of the Advisory Board. They are: the Nominating Committee; the Honours and Awards Committee; and the Advisory Board.

- Jan Reidulff will be the Chair of the Nominating Committee this year. The Vice-Chair will be Brent Wolfe.
- Craig Hawkins will remain the Chair of the Honours and Awards Committee. The Vice Chair will be Robert Parsons.
- David Hayden will stay on as Chair of the Advisory Board and Guy Albert will be the Vice-Chair.

3.7 PROVINCIAL CHAIRPERSON'S COMMITTEE

Don Berrill reported the following:

- All Provincial Committees have approved the National Cadet Assessment Fee.
- The Committee is anxious to hear information from the Foundation, and stressed a concern with fundraising, objectives and a properly populated committee.
- Supervision issue was addressed with support of the National policy. The Committee will work on obtaining a proper legal background as to why DND feels they cannot use our members. We must ask ourselves if everything we do is for the best interest of the cadets.
- The PC Chairs agreed that National should cover the expenses of National representatives to attend Annual Meetings
- The PC Chairs support the Music committee and Quebec, Newfoundland and Manitoba agreed to put forward a member to participate.
- He added that all of the PC Chairs were presented with a coin and explained the significance.

3.8 NATIONAL REGISTRATION AND SCREENING COMMITTEE

Ralph Thistle reported that five people attended the meeting but none of the committee members were present. There are currently no issues. R. Thistle also explained the RCMP's new fingerprinting system and how it relates to screening.

3.9 NOMINATING COMMITTEE

Len Jenks gave confirmation that the members on the Nominating Committee slate had been elected by acclamation after the lunch hour.

L. Jenks spoke about taking a broad view with recommendations to the Nominating Committee. Such recommendations do not have to be from the National level but may well include someone who is ready, willing and able to serve.

3.10 NATIONAL HONOURS AND AWARDS COMMITTEE

Craig Hawkins reported that eleven members of the Advisory Board met for this Committee meeting.

- He was pleased to announce that the League's relationship with the WestJet Pilot's Association continues although the recipient will now be announced in January instead of at the SAM.
- Provincial Committees will now be required to approve their applicant for the Civil Air Search and Rescue Association Award before submitting it to National.
- C. Hawkins also revealed the Volunteer Service Medal. Silver bar with a maple leaf will be awarded for 20, 30 & 40 years of service. A gold bar will be available for 50 years. Information is currently not tracked Nationally and therefore, Provincial Chairs will be asked to provide names of deserving volunteers to the National office.

- Clarified the terms citation (what is read out when the award is presented) and substantiation (what is used to determine the eligibility of the nominee by the committee)
- Looking into providing fewer awards with higher values instead of a large number of smaller awards by combining support from donors.
- Irene Doty, Chair of the Scholarships Sub-Committee, discussed changes to the scholarship procedure. They would like to present recipients with a plaque as well as a cheque. She also spoke of a concern that all cadets who qualify are not aware of the available scholarships.

3.11 NATIONAL RESOURCE DEVELOPMENT / FUNDRAISING COMMITTEE

Max Goldack reported that the Committee had a spirited meeting. A decision was made to continue the letter writing campaign at the National level that brings in approximately \$30,000. Max Goldack announced that he was stepping down from the Committee to focus on the Foundation.

3.12 NATIONAL FLYING COMMITTEE

Eric Steffensen summarized that the Committee met with 19 members in attendance and highlighted the following points:

- 2009: 315 glider scholarships, 284 passed (31 RTU)
- 2009: 263 power scholarships, 253 passed (10 RTU)
- The current fleet of aircraft consists of 75 gliders, 32 tow aircraft, 19 winches
- Spoke of concern over the number of accidents. 2009 there were three accidents total. As of June 2010 there were five.
- The concept of having two reserve gliders was approved; they hope to have purchase options available for the 2011 SAM.
- Support of the flying continuation scholarships.
- E. Steffensen thanked SSO Air and DCdts for working hard on new initiatives, making improvements and to making the programme more attractive to cadets.

3.13 PUBLIC RELATIONS AND IMAGE COMMITTEE

Marc Lacroix explained that the Committee had a very successful meeting with 13 members. He summarized the following points:

- The PR Committee together with the Recruiting & Retention Committee produced a PR Kit containing 28 documents and tools for SSCs and they were recently launched on the National website. He extended his personal thanks to Tom Taborowski and Darlene LaRoche for their contributions.
- 2009-2010 RCSU Eastern Initiative was to task each CO with the creation of a marketing team consisting of 1 CIC Officer, 1 volunteer and 2 senior cadets. The purpose was to provide advice on retention and recruitment.
- The Air Force Association magazine article was approved, and he asked each PC to provide information.
- An electronic brochure is in production. Online distribution is the key focus and will also highlight future careers with support of our League Industry Partners.
- Newspaper advertising costs are high and are not a feasible option for the Committee.
- Cadet advertising during movie previews is being researched.
- Advertisement on the National website is being explored.
- The Committee recommends that preparations to promote the League's 75th anniversary should commence as soon as possible.

3.14 NATIONAL SELECTIONS COMMITTEE

Keith Mann reported that 18 members were present and the Committee discussed the following:

- The Committee agreed to the strategic plan restructuring.
- Summer camp changes are as highlighted in Maj. Giroux's report. IACE, GPS, PPS will all remain 'mandatory interview'. Airport Operations, Aircraft Maintenance, New Advanced Aerospace and the Oshkosh trip will be an optional interview depending on provincial preferences.
- Education score on National summer training sheet was discussed but no changes were agreed upon. The issue will be revisited if needed.

3.15 EDUCATION CREDITS / TRAINING COMMITTEE

Tom White reported that coming into effect in September, PEI will commence issuing Education Credits. New Brunswick has requested the French and English school board deputy ministers to arrange a meeting with the League. Alberta is having some progress, but they have had difficulties getting the cadet programme recognized as a form of education. British Columbia, where work experience is required to graduate high school, has presented a work experience programme with AVEOS. The Committee voted in favour of the proposed changes to the committee structures.

3.16 RECRUITING AND RETENTION COMMITTEE

Ken Higgins summarized that the committee met with 12 members. He highlighted the following points from the meeting:

- Key statistic to focus on is the number of squadrons now carrying less than 30 cadets (148 squadrons). This could potentially have very serious consequences for the organization. The financial forecast is not healthy and this statistic needs to be turned around. He emphasized the need to prioritize.
- Spoke of a Sponsoring Committee opportunity. Approach level 5 cadets and explain the role of the volunteer. Many post-secondary education facilities require volunteering and this in turn will benefit the cadet; sponsoring committee; and the CIC.
- Survey results of volunteer recognition were reviewed and it was concluded that the League is still not doing enough at the squadron level to say thank you to the people who help make things work.
- PR Kit released in both languages, members need to know that information is now available online.

Question / Comments

Merv Ozirny asked if the Civil Air Patrol was experiencing similar recruitment and retention issues and if communications could be exchanged to share information in hopes of a solution.

Answer

K. Higgins said it is a good observation and he will communicate with the Civil Air Patrol.

3.17 NATIONAL EFFECTIVE SPEAKING COMPETITION COMMITTEE

Gladys Jarvie reported that the Committee had a good meeting with 9 members in attendance. She highlighted the following points:

- Motion passed by the BOG that returning cadets to a National level competition are not allowed to use the same topic as previous competitions.
- Template has been created of the printed programme for the Effective Speaking Competition.
- The ACL continues to enjoy a wonderful relationship with WestJet. She added that the WestJet internal communication magazine in December featured the cadets who competed in Newfoundland.
- Letter of agreement with WestJet continues for one more year, indication is that it will be renewed.

- Strategic Plan Update: Tracking how many cadets are competing at each level from squadron up to provincial levels. The Committee hopes to reveal where weaknesses are and where to focus their attention.
- Eight new topics have been prepared for speeches next year.

G. Jarvie thanked the Saskatchewan committee for hosting the competition and cadets.

Question / Comments

Darlene LaRoche asked for inclusion of a marking sheet that would allow judging along for fun at the National Competition.

Answer

Gladys Jarvie considered putting it in the programme this year but they ran out of space. It can be done and it was decided to be included in bilingual formats in upcoming years.

3.18 POLICY, PROCEDURE, BYLAW COMMITTEE

Bob Burchinshaw reported that the manual is 100% updated as of time of meeting although he warned that it will continue to be revised with member feedback. Online links are now available in the PPM to applicable forms pages.

3.19 FOUNDATION OF THE AIR CADET LEAGUE OF CANADA

Bob Goudie reported that the Foundation was incorporated just a few months prior and is a separate and independent corporation with the following objective: "The object of the Foundation is to support, promote and help with the administration of the youth developmental activities and programmes of the Air Cadet League of Canada and its provincial and territorial components and its squadron sponsoring committees". The three founding directors are Ron Ilko (President), Brock Mason (Vice-Chair) and Bob Goudie (Secretary/Treasurer). The two newest members are Max Goldack and Lionel Bourgeois. The inaugural meeting of the Foundation was held on Thursday where administrative topics were discussed as well as the desire to build a sustaining charity that focuses on large corporate donations.

3.20 NATIONAL FINANCE COMMITTEE

Bob Robert announced he is pleased to have Sarah Matresky as our new Executive Director. The financial situation is good and expected to improve with the new procedures and oversight now in place. He added that they had a well-attended committee meeting that was routine in its content, deliberation and results. B. Robert is pleased at the increase of squadron ACC9s but encouraged several provinces to take action to increase returns. He also suggested to elevate the status of SSC Treasurers and to provide training for increased financial health of squadrons.

3.21 REPORT ON THE AUDITED FINANCIAL STATEMENTS FOR 2009/10

MOTION: B. Robert / T. White that the audited financial statements for 2009/10 are approved as presented. **Carried**

APPROVAL OF THE BUDGET FOR 2010/2011

MOTION: B. Robert / R. Thistle that the 2010/2011 proposed Budget be approved as presented. **Carried**

3.22 APPROVAL OF THE AUDITORS FOR THE 2010/2011 FISCAL YEAR

Bob Robert stated that he is not satisfied with the current auditors due to value of service for money paid.

MOTION: B. Robert / K. Mann that the approval of the auditor for fiscal year ending in 2011 be delegated to the Executive Committee and the BOG to allow time for the ED and Bob Robert to research and hire a different auditor in the hopes of providing better value of services.

Carried

IV NEW BUSINESS

4.1 LOCATIONS OF NEXT ANNUAL GENERAL MEETINGS:

- 2011 Moncton, New Brunswick
- 2012 Burlington, Ontario
- 2013 PEI
- 2014 Yellowknife, NWT (upon confirmation of cost, commitment and capacity)
- 2015 BC or Ottawa – Decision left to the 75th anniversary committee.

V CONCLUSION

- 5.1 Good and Welfare of the Air Cadet League of Canada** – New Brunswick presented a tourism DVD promoting the AGM in Moncton in 2011. Brent Wolfe recognized the significance of our 70th Anniversary and acknowledged Herb Spear, James McKeachie and George Evans as our original cadets.
- 5.2 Date and Time of next Meeting** – SAM November 19-20, 2010 in Ottawa Ontario. AGM June 16-18, 2011 in Moncton, New Brunswick.
- 5.3 Adjournment** – There being no other business, the meeting was adjourned.

Appendix A

Director of Cadets Presentation



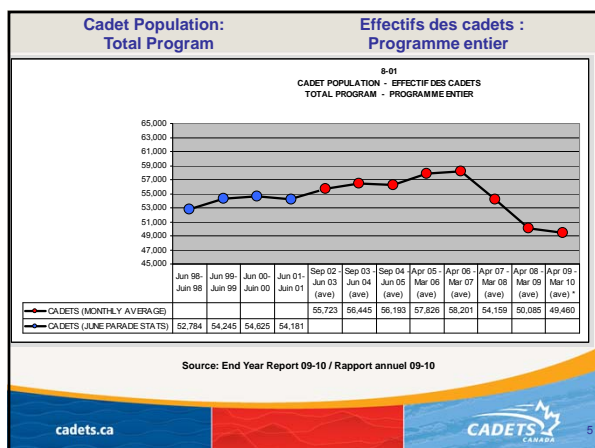
Briefing Outline	Plan
<ul style="list-style-type: none"> Financial and Cadets Statistics Air Cadet Programme Questions 	<ul style="list-style-type: none"> Statistiques – finances et cadets et Programme des cadets de l'Air Questions

Finances (initial allocation)		
	09/10	10/11
Personnel	111.0 M	114.5 M
Operating/Opérations	78.0 M	75.6 M
Grants/Subventions	1.14 M	1.2 M
Capital	3.6 M	2.0 M
Total Cadets	\$193.7 M	\$193.3 M
JCR/RJC	9.6 M	10.2 M
Total	\$203.3 M	\$203.5 M

Initial budget allocation was reduced by \$5M (\$1.2M (loss in inflation) plus an additional reduction of 3.8M in our initial allocation)


Notre budget initial a été réduit de 5M\$ (1,2M\$ pour l'inflation et 3,8M\$ supplémentaire sur notre allocation initiale)


FY 2010/11	EF 2010/11
<p>\$3.8M funding cut impact</p> <ul style="list-style-type: none"> Protecting cadet activities as much as possible Reducing Life Cycling and Acquisition program Reducing headquarters O&M (regional and national) Reducing CIC training Reducing CSTC staff hiring 	<p>Effets de la réduction de 3,8 M\$</p> <ul style="list-style-type: none"> Protégeons les activités de cadets le plus possible Réductions des achats Réductions des frais fixes des QG (régional et national) Réductions de l'entraînement CIC Réductions de personnel aux CIEC



Cadet Population				Effectifs de cadets								
REGION REGION	SEAMARINE			ARMY/ARMÉE			AIR			TOTAL		
	FY 09-10	DELTA	DELTA %	FY 09-10	DELTA	DELTA %	FY 09-10	DELTA	DELTA %	FY 09-10	DELTA	DELTA %
EASTERN EST	1,557	-20	-1.3%	4,676	-350	-7.0%	5,007	-152	-2.9%	11,240	-522	-4.4%
CENTRAL CENTRE	1,979	-57	-2.8%	5,894	226	4.0%	7,498	181	2.5%	15,371	350	2.3%
ATLANTIC ATLANTIQUE	2,296	-166	-6.7%	3,187	-272	-7.9%	3,008	-111	-3.6%	8,491	-549	-6.1%
PRAIRIE PRAIRIES	1,212	-22	-1.8%	2,213	27	1.2%	4,547	66	1.5%	7,972	71	0.9%
PACIFIC PACIFIQUE	1,119	14	1.3%	1,678	-30	-1.8%	3,196	86	2.8%	5,993	70	1.2%
NORTHERN NORD	0	N/A		297	-40	-11.9%	96	-5	-5.0%	393	-45	-10.3%
TOTAL	8,163	-251	-3.0%	17,945	-439	-2.4%	23,352	65	0.3%	49,460	-625	-1.2%

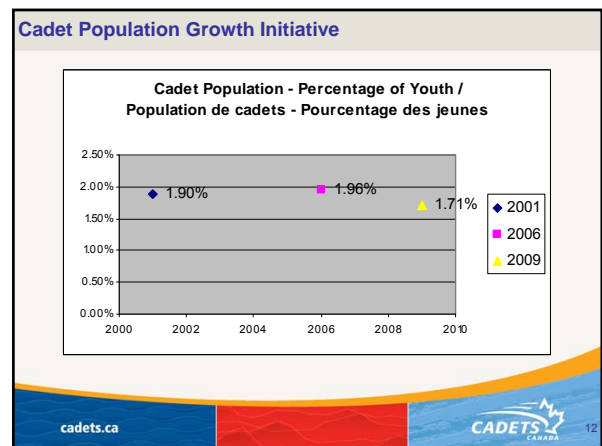
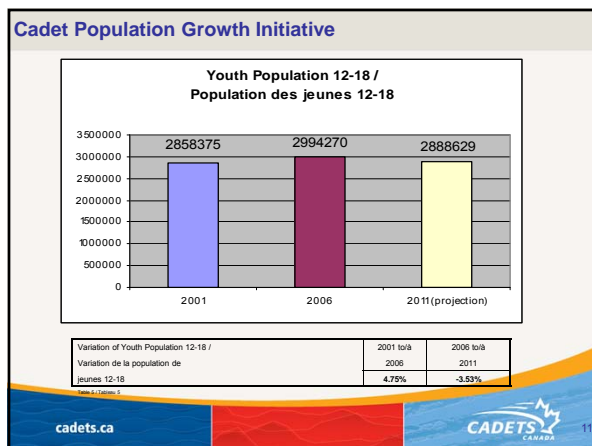
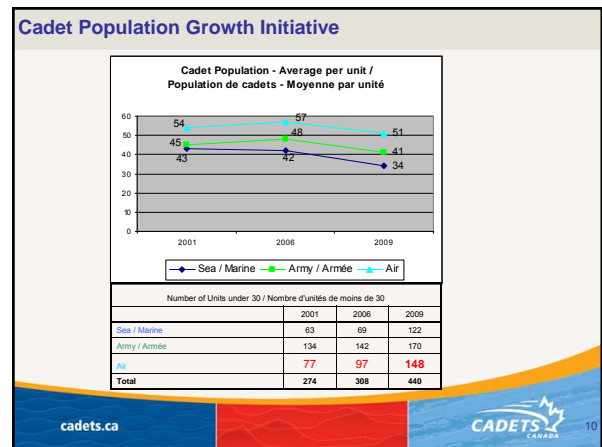
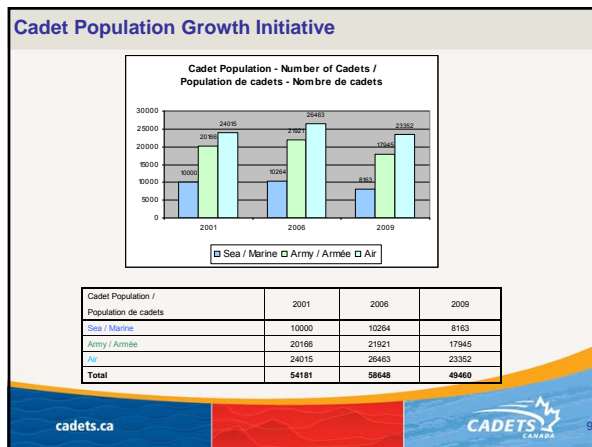
Source: End Year Report 09-10 / Rapport annuel 09-10

cadets.ca

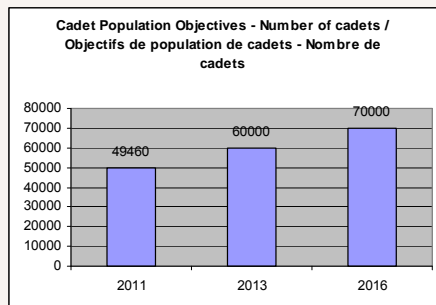


Resource Allocation VS Cadet Population			Allocation des ressources vs effectifs de cadets		
	\$ M	\$ %	Population (Average/moyenne)		
			09-10 %	Apr 08 - Mar 09	Apr 09 - Mar 10
Sea/ Marine	\$37.8	19.2%	16.5% (-0.3%)	8,414 (-9.09%)	8,163 (-2.98%)
Army/ Armée	\$68.2	34.7%	36.3% (-0.4%)	18,384 (-9.05%)	17,945 (-2.39%)
Air	\$90.9	46.1%	47.2% (+0.7%)	23,287 (-5.68%)	23,352 (+0.28%)
Total	\$196.9	100%	100%	50,085 (-7.52%)	49,460 (-1.25%)

Cadet Population Growth Initiative	Initiative sur l'accroissement de la population de cadets
<ul style="list-style-type: none"> Overall plan to return cadet population to 06/07 levels and grow beyond those numbers Currently attracting 24-25K new cadets yearly Strategy: two-fold approach: <ul style="list-style-type: none"> allow initiatives already underway to run their course CPGI to more directly tackle aspects of attraction and retention Master Implementation Plan (MIP) for the CPGI currently under development in consultation with the Leagues, RCSUs, and to involve local level Details on Cadets.ca: "features" 	<ul style="list-style-type: none"> Plan global est de revenir aux niveaux de 2006/07 et d'accroître la population de cadets encore plus On attire présentement de 24 à 25 milles cadets chaque année Stratégie à deux volets: <ul style="list-style-type: none"> Permettre aux projets déjà en marche d'arriver à maturité IAPC pour cibler certains aspects de l'attraction et rétention Plan principal de mise en œuvre (PPMO) de l'IAPC présentement en développement en consultation avec les ligues, URSC et mettra le niveau local à contribution Détails sur Cadets.ca : "en vedette"



Cadet Population Growth Initiative

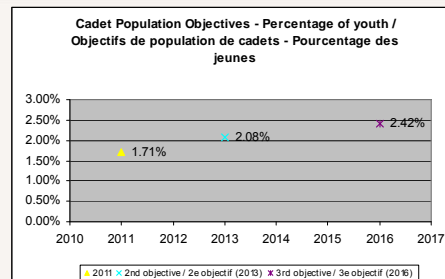


cadets.ca



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Cadet Population Growth Initiative



cadets.ca



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Air Cadet Program

Programme des cadets de l'Air

cadets.ca



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CSTC Stats

(CSTCs, IACE, Oshkosh - Canadian cadets)

Statistiques CIEC

(CIEC, EICA, Oshkosh - cadets canadiens)

2008					2009				
Allocated	No fill	Started trg	RTU Total	RTU %	Allocated	No fill	Started trg	RTU Total	RTU %
Alloué	Non-comblés	Débuté entr	RAU Total	RAU %	Alloué	Non-comblés	Débuté entr	RAU Total	RAU %
Ttl 21,183	1,377	19,806	699	3.5%	Ttl 20,466	1,131	19,335	656	3.4%
Sea 3,935	270	3,665	99	2.7%	3,654	191	3,463	98	2.8%
Army 7,148	668	6,480	356	5.5%	7,112	676	6,436	315	4.9%
Air 10,100	439	9,661	244	2.5%	9,700	264	9,436	243	2.6%

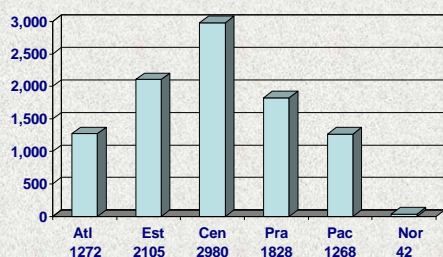
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Summer Training - 2010 - Instruction d'été

Vacancies / Contingents : 9,495 Cadets



cadets.ca



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IACE - 2010 - EICA

COUNTRY	SENDING CANADIAN	
	CADETS	ESCORTS
Australia	9	1
Belgium	2	
France	4	
Germany	1	
Ghana	2	1
Hong Kong	4	
Israel	4	1
Japan	2	
Netherlands	4	
New Zealand	3	
Turkey	3	
United Kingdom	21	2
United States	16	2
TOTALS	75	7

Receiving 72 cadets and 9 escort officers

cadets.ca



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Other news	Autres nouvelles
<ul style="list-style-type: none"> Airport Operations ACGP Strategic Review AFAC Medal for PPS and GPS (2011) National Courses (IACE, PPS, GPS, AATC-AO, AATC-AM, AA, OT) New VCDS 	<ul style="list-style-type: none"> Opérations d'un aéroport Revue stratégique PPCA Médaille AFAC pour BPA et BPP (2011) Cours nationaux (EICA, BPA, BPP, CTAA-OA, CTAA-EA, AA, VO) Nouveau VCEMD

Cadet Programme Update	Mise à jour du programme
<ul style="list-style-type: none"> <u>Status update:</u> <ul style="list-style-type: none"> Year 1&2 Corps/Sqn programme is being conducted Sep 09 to Jun 10 Year 1&2 CSTC programme will be conducted Jul-Aug 10 Distribution of year 3 Corps/Sqn programme – training publications to Corps/Sqns is underway Positive Social Relations for Youth training package (formerly called CHAP Prg) – roll out planned for summer 2010, Corps/Sqns will conduct the training in fall 2010 	<ul style="list-style-type: none"> <u>Mise à jour:</u> <ul style="list-style-type: none"> Mise en œuvre des années 1&2 du programme des corps/esc de septembre 09 à juin 10 Mise en œuvre des années 1&2 du programme des CIEC juillet – août 10 Distribution des guides pédagogiques pour la 3^{ème} année du programme des corps/esc est en marche La trousse de formation des Relations Sociales Positives pour la Jeunesse (l'ancien PHAC) – déploiement prévu pour l'été 2010, mise en œuvre aux corps/esc à l'automne 2010

Cadet Programme Update	Mise à jour du programme
<ul style="list-style-type: none"> <u>Status update:</u> <ul style="list-style-type: none"> Year 3 Corps/Sqn programme will be conducted Sep 10 to Jun 11 Year 3 CSTC programme will be conducted Jul-Aug 11 Distribution of year 4 Corps/Sqn programme – will take place next year Year 5 Corps/Sqn programme is drafted and will proceed with formatting/translation starting Jul 10 	<ul style="list-style-type: none"> <u>Mise à jour:</u> <ul style="list-style-type: none"> Mise en œuvre de l'année 3 du programme des corps/esc de septembre 10 à juin 11 Mise en œuvre de l'année 3 du programme des CIEC été 2011 Distribution des guides pédagogiques pour la 4^{ème} année du programme des esc est en marche Ébauche de l'année 5 du programme des corps/esc est en cours et sera prêt pour la traduction en juillet 10

Cadet Programme Update	Mise à jour du programme
<ul style="list-style-type: none"> <u>Status update:</u> <ul style="list-style-type: none"> Summer Two (three-week) Courses (2010) include: <ul style="list-style-type: none"> Basic Aviation Basic Aviation Technology and Aerospace Basic Survival Basic Leadership Basic Fitness and Sports Military Band – Basic Musician Pipe Band – Basic Musician 	<ul style="list-style-type: none"> <u>Mise à jour:</u> <ul style="list-style-type: none"> Mise en œuvre en 2010 des cours de trois semaines incluant: <ul style="list-style-type: none"> Aviation élémentaire Technologie de l'aviation et aérospatiale élémentaire Survie élémentaire Leadership élémentaire Conditionnement physique et sports élémentaire Musique militaire – Musicien élémentaire Cornemuse – Musicien élémentaire

Questions	
Vision	Vision
<p>A relevant, credible and proactive youth development organization, offering the program of choice for Canada's youth, preparing them to become the leaders of tomorrow through a set of <u>fun, challenging, well-organized and safe activities.</u></p>	<p>Une organisation axée sur le développement des jeunes qui se veut pertinente, crédible et proactive, en offrant un programme de choix aux jeunes du Canada, et qui les prépare à devenir les chefs de demain grâce à des activités <u>amusantes, intéressantes, sécuritaires et bien organisées.</u></p>

Appendix B

Committee Meeting Minutes/ RO\$s

National Board of Governors



AIR CADET LEAGUE OF CANADA

BOG MEETING ROPs

June 17, 2010

MEETING INFORMATION

Meeting Date: AGM June 17 2010

Start Time: 1300hrs

End Time: 1600hrs

Location: Lombardy B, Delta Regina

Purpose: Annual Meeting

ATTENDANCE

Bob Burchinshaw	Present	Don Berrill	Present
Grant Fabes	Present	Ken Higgins	Present
Gladys Jarvie	Present	Thomas White	Present
Joe Johnson	Present	Geoffrey Johnston	Present
Marc Lacroix	Present	Sarah Matresky	Present
Lloyd MacIntyre	Present	Keith Mann	Present
Leigh Ann Pingyin	Present	Jan Reidulff	Present
Bob Robert	Present	Eric Steffensen	Present
Ralph Thistle	Present		
John Walker	Present		

AGENDA

1. Administration

1.1. President's Remarks – Joe Johnson

Joe welcomed everyone to the meeting.

1.2. Additional Items for the Agenda – Joe Johnson

G. Johnston added 'vision' to 3.13 regarding the website.

B. Robert added 2.9 Auditors, 4.1 restructuring of committees

T. White added 4.2 AFAC Medal

1.3. Approval of Agenda – Joe Johnson

Moved By: B. Robert

Seconded By: R. Burchinshaw that the Agenda be approved with new insertions.

Carried

1.4. Approval of Record of Decisions: AGM 2009 – Joe Johnson

Moved By: L. MacIntyre

Seconded By: K. Mann that the RODs be recommended for approval at the AGM.

Carried

1.5. Approval of Record of Procedures – BOG Meeting April 14 2010– Joe Johnson

Moved By: R. Robert

Seconded By: R. Thistle that the minutes of the April 14 2010 meeting be approved as presented.

Carried



AIR CADET LEAGUE OF CANADA BOG MEETING ROPs

June 17, 2010

2. Business Arising -Information

2.1. President's Report – Joe Johnson

J. Johnson began by saying that his report is written in the Meeting Book and added that the supervision issue is the biggest item on the table at the moment.

2.2. Executive Director's Report – S. Matresky

S. Matresky informed everyone that her report is also included in the Meeting Book on page 25. She made a few announcements regarding housekeeping issues; mentioned that she has been in contact with Mrs. Birchall to introduce herself; and gave an update with regards to the status of our Trademarks and the Bouchard-Canon lawsuit.

2.3. Finance Committee Report – B. Robert

B. Robert reported that the financial situation of the League is acceptable and going nicely. He mentioned that the Cadet Assessment fee will be \$9.25 and will be recommended to the members at the AGM on Saturday. The Legal Defence Fund is too high right now, so there will be no need to replenish it at this time. Discussion ensued regarding the extra dollar for the Fund included in the \$9.25. It was concluded that the extra dollar will remain for now and should a motion be made from the floor on Saturday, it will be reduced at that time. J. Johnson asked how the Fund reached 106k and B. Robert replied that it was because it was replenished last year. More were in favour of leaving it at \$9.25, a different atmosphere than two-three years ago. The BOG has approved the budget using \$9.25 as a factor and so therefore this is how it will be presented. G. Fabes asked if the issue is brought up tomorrow, is B. Robert able to indicate a direction that the committee has taken. B. Robert answered affirmatively. It was asked if there was anything outstanding with regards to the Michaud case, and S. Matresky said that to the best of her knowledge, there is not.

2. Business Arising -Action

2.7 Confirmation of Financial Statements –B. Robert

B. Robert explained that the Financial Statements were distributed and his only comments were regarding the Legal Defence Fund.

Moved By: B. Robert

Seconded By: K. Higgins that the Financial Statements be approved and forwarded to the AGM.

Carried

2.8 Review of Budget for 2010/11 – B.Robert

B. Robert reported that the Finance Committee is fine with the Budget. There were not additional questions at this time.

2.9 Reappointment of Boyer & Boyer as auditors for 2010/11 – B. Robert

B. Robert stated that the accounting and books are in good shape. The League can now afford to perhaps change auditors. Boyer & Boyer is providing poor service as a great deal of modifications is required. Normal procedure is to recommend appointing them again for next year; however for this year he recommends that the League look for a new firm that would be appointed at the BOG level. The current auditor is completing the work for the current period.

Moved By: B. Robert

Seconded By: T. White that the BOG make a motion at the AGM that they (the BOG) will delegate the appointment of the auditors to the EC, that is ratified at the next AGM.

Carried



AIR CADET LEAGUE OF CANADA

BOG MEETING ROPs

June 17, 2010

3. Committee Reports

3.1 League Industry Partnerships – G. Fabes

G. Fabes summarized his report. It consisted of recognition to our industry partners and a statement of principle. He added that there are expectations: recognition and acknowledgement as we do not want to upset our partners. He indicated that at the bottom of the report are some examples that the PR committee has worked on. G. Fabes also indicated that this report will be going to the Chairs so that they can see what they need to do to recognize our partners (newsletters, pictures etc.). We are up to three PCs having LIP partners on their committees. The action is for the three levels to proceed to thank and recognize the partners. T. White added that at the AGM in NB next year, they will add the logos of the partners in their pamphlets and printed material. B. Burchinshaw indicated that something that is missing is that the industries should know we are publishing everything to the world through the website. G. Fabes explained some background about Sennheiser and how they support the ES competition. Sennheiser will be recommending to other countries with cadets to follow Canada's lead.

Moved By: G. Fabes

Seconded By: B. Robert that guidelines for recognizing the League Industry Partners be included in the Policy and Procedure Manual
Carried

3.2 International Air Cadet Exchange – L. MacIntyre

L. MacIntyre indicated that there have been some changes to the Ottawa itinerary. The committee has five weeks left to find a few more host families in Montreal and Quebec City. The Ontario portion of the programme is set. Lloyd recommended to the BOG that B. Wolfe be the guest speaker in Montreal again this year and that he be recognized accordingly. This concluded his report.

3.3 Recruiting and Retention – K. Higgins

K. Higgins summarized his report and said that we are losing in particular the 14-15 year old cadets. K. Higgins added that accolades should be given to Leigh Ann for getting everything on the website (PR tool kit, recruiting etc.) He thanked B. Robert and M. Ostiguy for their translation of the SSC documents for the website. L. MacIntyre explained briefly his findings as to why some volunteers were leaving the programme. For the most part, they were not thanked for their services. Members at the local level, take their experiences with them when they leave and therefore he suggests that the SSCs, on their 'training year to-do list' make a note to recognize the volunteers. K. Higgins noted that there are seven templates available to recognize volunteers. It was also suggested that the 100th anniversary logo be removed off the certificates as it is out of date. It was noted that one hundred and forty-six squadrons have less than 30 cadets. B. Robert enquired about the growth of the cadet population in the suburbs.

3.4 National Training and Education – T. White

T. White announced that PEI recently received their high school credits. He added that the Recruitment and Retention Committee asked for handbooks to be prepared and he confirmed that they have all been sent out, using the templates from Ontario. Nothing in the handbook regarding treasurers was included, but can be added if need be. B. Robert indicated that he wrote an article for the upcoming Cadence regarding this subject.

3.5 Effective Speaking Committee – G. Jarvie

G. Jarvie reported that they had a great meeting and were represented by all but three regions. She anticipates that tonight the cadets will shine. The Lieutenant Governor of Saskatchewan will be in attendance at the competition this evening. Dress for the event will be League blazers and ties. All of the required information for Effective Speaking can be found on the website. She noted that the WestJet agreement expires in October 2011 but Herb Spear and Keith Mann confirmed that another 5 years is favourable. The AGM planning guide has a section on ES and there is a template for the programme booklet being used this evening. The information will be sent to the National Office from the PC to be inserted. Sponsors for the competition are featured at the bottom. She added that topics for the 2010-2011 season are ready for publication on the website and listed them accordingly.

G. Jarvie confirmed that the hiatus of one year for all participants was not approved, but rather that only the winner of the competition could not return the following year. Competitors are not permitted to use the same topic two years in a row.



AIR CADET LEAGUE OF CANADA BOG MEETING ROPs

June 17, 2010

3.5 Effective Speaking Committee – G. Jarvie continued

Moved By: G. Jarvie

Seconded By: T. White that cadets returning cadets are not to use the same topics that were previously used the year before in National Competitions.

Carried

Moved By: G. Jarvie

Seconded By: K. Mann that the eight topics presented be approved for use for the 2010-2011 training year.

Carried

This concluded the Effective Speaking report.

3.6 Accommodations Committee – G. Johnston

G. Johnston reported that both committees (Accommodations and the R&R committee) are not getting any response from the provinces. The factor is that everyone is just too busy at the moment. He believes in the concept, but there is just no help right now. This concluded the report for the time being.

3.7 National Selections Committee – K. Mann

K. Mann reported that the committee will be meeting tomorrow and he requested from the PCs a mini survey from them with regards to the process for selections. The survey consisted of eight questions and he summarized the results. He will have more to report at the AGM once the committee meets on Friday.

3.8 National Flying Committee – E. Steffensen/J. Walker

E. Steffensen reported that all provinces were in attendance at the meeting except for Saskatchewan. Another meeting will take place Friday morning to finish business. Flying is not off to a good start safety wise and a question was raised as to whether or not the League has enough insurance. E. Steffensen believes that the League is adequately covered. Other items that were discussed were bursaries and scholarships (PTAAs) etc. The awards are a work in progress as some changes will be arising. He concluded that the overall success rate for pilots is still average.

3.9 National Registration and Screening Committee – R. Thistle

R. Thistle reported that Pardon that is currently taking place in Canada could greatly affect the League and its screening process. He gave several examples of high profile individuals in the news currently seeking pardons and added that should they be successful in receiving a pardon, we will not be able to identify them as being previous offenders should they apply for membership. The motion has not gone through the Senate yet. B. Robert added that it is indicated on the application 'have you received a pardon'. Fingerprints will need to be done if they get a hit and the question was raised as to who will pay for it. The committee will wait to see at this point. K. Higgins said that individuals are fingerprinted only if there is a dispute (same DOB, description, name etc.) R. Thistle mentioned that there have only been two hits so far in NB and these were minor issues. The RCMP paid for the cost of the fingerprinting. He added that having a son or daughter as an Air Cadet to be on the SSC is a non starter.

3.10 Strategic Plan Update – J. Reidulff

J. Reidulff provided a PowerPoint presentation outlining the status of each of the goals and a list of accomplishments to-date.

- SPU Goal A: 17/39 objectives have been achieved. 5/12 goals have been achieved. Status update: internal HQ/EC/BOG communications is green, he recommends a new owner for this objective. A2 is also green an implementation plan is in place. A3 enhance partnership: we are not communicating well with them right now and they do not recognize that there are any issues. J. Johnson does not believe we should bring that item forward right now. J. Reidulff added that he was at a retirement luncheon with two League members present and the presiding General told those in attendance what a great job the CIC did despite the problems created by the parents and the League. They confronted him, and the message got across because in the Voxair newspaper he recognized the League and the partnership.



AIR CADET LEAGUE OF CANADA BOG MEETING ROPs

June 17, 2010

3.10 Strategic Plan Update – J. Reidulff continued

- Goal A4 is complete. A5 is complete. A6 is complete; A7 committee structure is red but should be green soon, as it is being worked on. A8 is complete. A9 LACAC – Bob B is making a report that the project is temporarily suspended. A10 is red. A11 is complete. A12 is yellow; Jan has created a sub-committee and implementing a budget process.

Accomplishments:

- Plan for communications is complete pending implementation
- Image plan has been prepared and implementation is in progress
- PPM is up to date
- ‘Recognizing major supporters’ is being deployed.

- SPU Goal B: 8/19 objectives accomplished, 2/7 goals achieved. B1 is green. B2 hurdles with respect to funding, Grant has someone to take that over. B3 is green and will be pushed back to SAM 2011, B4 is green. B5 is complete, B6 is green and will be moved to SAM 2010. B7 is complete.

Accomplishments:

- Active dialogue on responsibilities of National, PC and SSC’
- Support structure for the 21st century report produced.

- SPU Goal C: 11 of 23 objectives accomplished 1/10 goals achieved. C1 yellow and date will be pushed back because of CPGI will be pushed to AGM 2011. C2: Optional Activities is green and is due SAM 2010, C3 is green. C4 is yellow G. Johnston spoke about this and how he has been unsuccessful in get a committee together. C5 is yellow as the squadrons are not interested in spending the money to qualify as first aiders. T. White will prepare a report and then it will be decided if it will be cancelled as a goal. This item will be looked at August 31st. C63 is complete, C7 is complete, C8 is green, more time will be given to C8.2. C9 is green, C10 is complete.

Accomplishments:

- New Website
- Ongoing MOUs, Enhanced recognition tools developed.

- SPU Goal D: 5/13 objectives have been accomplished. D1 is completed, D2 no information at this time and the due date is TBD. D3 is green and will be moved to August 2010. D4 is ongoing. D5 is complete. D6 is complete once budget is approved (end of AGM).

Accomplishments:

- Better transparency, better kit shop, better policy.

J. Reidulff will have a section called ‘completed’ to put goals that are done. This concluded his report.

3.11 Policy Procedure and By-Laws Committee – B. Burchinshaw

B. Burchinshaw reported that the PPM is running well and advised that now is the time to sell the manual from the top right down to the parent. The document is ready for use as a selling tool at this point. He added that the National Website will be used a lot more now that it has been redone. B. Burchinshaw concluded that the LACAC will be temporarily suspended until further notice.

3.12 Public Relations Committee – M. Lacroix

M. Lacroix reported that the committee is preparing a proposal with regards to making the 75th anniversary of the League a large celebration and keeping the 70th anniversary more low key. There will be a committee in place for the celebration and some members from the PR committee will serve.



AIR CADET LEAGUE OF CANADA BOG MEETING ROPs

June 17, 2010

3.13 Vision of the Air Cadet League of Canada – G. Johnston

G. Johnston referred to the League's Vision statement on the website. He asked the question 'What do we want out of our technology?' and said that we need to make our technology work for us. He believes the provinces are willing to pay for it and thinks that workshops should be provided to our members. We need to ensure that the office views itself as a service oriented group.

4. New Business

4.1 Restructuring of Committees – B. Robert

B. Robert explained that a motion needs to be made in order to restructure the committees and referred to the emails he passed around prior to the meeting.

Moved By: B. Robert

Seconded By: G. Fabes that the restructuring of committees be approved as previously presented.

Carried

4.2 AFAC Medal – T. White

T. White stated that the medal is now given out regionally for PPS and GPS and noted that because they are given out by region, there is a chance that they could all end up going to the same provinces. T. White wants the medal given out to the top GPS and PPS candidate from each province instead of region. The CATO is out for review and we need to make some serious considerations and perhaps reconsider their position on this medal.

5. Conclusion

5.1 Reports of the Vice Presidents

The Vice Presidents had nothing further to report at this time.

5.2 Good and Welfare of the ACL – All

Nothing further to report at this time.

5.3 Next Meeting – Joe Johnson

The next meeting will take place on Saturday. J. Johnson thanked everyone for their participation. This concluded the meeting.

Appendix C

Committee Meeting Minutes/ RO\$S

National Effective Speaking Committee

**APPENDIX F – Report, Effective Speaking Committee
RECORD OF PROCEEDINGS
June 17, 2010 0830 - 1130 hrs.**

I. ADMINISTRATION

1.1 Opening Remarks by Gladys Jarvie, Chairperson

Introductions – Nancy Matheson – Prince Edward Island
Dale Crouch – Northwest Territories
Chantale Boily – Quebec
Keith Mann – Alberta
Tom White – New Brunswick
Bill Cumming – Ontario
Gordon McRae – Saskatchewan
Terri Slater – British Columbia
Ernest Wiesner – Nova Scotia
Bob Burchinshaw - Governor (Guest)
Grant Fabes - Governor (Guest)

1.2 Call for New Agenda Items
Two topics added

1.3 Approval of Agenda – Moved Tom White, Seconded Keith Mann

1.4 Other Administrative matters

II. BUSINESS ARISING

2.1 Business Arising from Previous Meeting – minutes from the Semi-annual meeting have been electronically circulated.

2.2 Provincial Representatives – contact name – please ensure the contact's name and email is given to Gladys

III. NEW BUSINESS

3.1 Eligibility rules for National Competition – Discussion arising from the last National Competition where several of the Cadets were returning for the second or third time. Discussion ensued regarding the previous competitors to sit out one or more years. Motion to leave the Eligibility rules 9 and 10 unchanged. Motion moved by Keith Mann, "Effective Speaking committee to stay with the current eligibly rules." Seconded by Tom White. Passed

Motion moved by Tom White, "Returning Cadets at National level are not use the same topic that they used in previous National Competitions." Seconded by Bill Cumming. Passed.

Grant Fabes announced that the National Effective Speaking Completion has a new patron, Sennheiser Canada. Westjet will remain the Sponsor. Sennheiser will be giving each competing Cadet a new sports head set valued at \$200. As well, another headset has been donated as a door prize. Its value is \$600.

His Honour the Honourable Dr. Gordon L. Barnhart Lieutenant Governor of Saskatchewan will be attending the National Air Cadet Effective Speaking competition. He will be presenting all the awards this year.

3.2 Strategic Plan – Objective #C8-3 Data Base – Keith Mann

Keith requested a contact person for each province. Accurate numbers are needed.

Gordon had a suggestion on how he gets the numbers from the squadrons, he requests the names (and gets numbers) and sends out appreciation certificates to each squadron.

Suggestion - the Effective Speaking programme summary be sent to the Provincial Chairs as well as the Provincial ES Coordinator

- the previous years' numbers be sent as a comparison

Ernest Wiesner joined the meeting.

3.3 New topics for prepared speech, comments re last year's topics. The following topics are to be presented to the Board of Governors.

Effective Speaking Topics for 2011

- The Battle of Britain: It's Place in Canadian History
- What will be the Next Technical Milestone in Aviation?
- How Does Social Networking Affect our Interpersonal Relationships?
- Community Service – It's in Giving we Receive
- Your Attitude Determines How High You Can Fly
- What Most People Don't Know about Canadian Aviation History
- How Will Technology Influence my Future Career?
- A Canadian I Consider to be a Sports Role Model

Alternate topics –

- Canada's Role on the Global Stage
- Solutions for Environmental Disasters

3.4 Addition of "Evaluator" along with Judges at competitions, and new evaluation forms

Discussion regarding constructive feedback for the competing cadets. The new form is a single sheet. Request to try the forms for all competitions in the next year

3.5 Integrated programme – National website with Policy & Procedure Manual - Bob Burchinshaw discussed the transparency of the website. Historically the old software was very restrictive. National website is much easier to move from the resources to the forms. All the information is in the Effective Speaking Handbook on the site. All the documents are linked but separate.

Suggestions:

– one person (chairperson) be in charge of changes, all changes should go through the committee and approved by the Board of Governors as needed. All ideas should be brought forward to the chairperson.

- make sure all Squadron Sponsoring Committees and parents are aware of the information available on the National Website regarding Effective Speaking.

Caution – keep all documents up to date and accurate. Changing one document, may affect other documents

3.6 AGM Planning Guide – programme template for National Competition. This is also available on the National web site. Please use for the competitions.

3.7 ES Terms of Reference – survey results

The Policy and Procedure Manual, Terms of Reference for the Effective Speaking Competition Committee were reviewed. The following changes were approved.

There will be a yearly review of the Policy and Procedure.

ES committee is responsible to give relative information to the Public Relations Committee for distribution.

Replace Responsibilities (b) with : The Effective speaking committee will submit a yearly budget to the National Finance committee for the national Effective Speaking Competition

The Effective Speaking committee should be a standalone committee separate from the proposed "Air Cadet Committee". Moved by Keith Mann, seconded by Terri Slater

IV. CONCLUSION

- 4.1 Good and Welfare of the Air Cadet League of Canada – ‘best practices’ in each Province
Saskatchewan guidelines for the National Competition will be forwarded to the Chairperson to be included in the National Effective Speaking Competition Guide.
- 4.2 Closing Remarks
- 4.3 Date and Time of Next Meeting – S.A.M. November 2010
- 4.4 Adjournment at 1120

Appendix D

Committee Meeting Minutes/ RO\$s

National Finance Committee

**APPENDIX E – Report, National Finance Committee
RECORD OF PROCEEDINGS
17 June 2010 - 0830**

In Attendance:

Bob Robert (Chair & Secretary)
Ralph Thistle (Vice Chair)
Stan Harry (Member)
Carol Cox (Member)
Max Goldack (Member)
Tom Holland (Member)
Greg Boudreau (Member)
Sarah Matresky (ED & Member)
Ernie Wiesner (Member)

Absent:

Louis Bourgeois (Member)

Don Berrill (Visitor, Chair OPC & Chair of Chairs)
Francois Provencher (Visitor, Treasurer QOVPC)
Mark Brickwood (Visitor, Chair MPC)
Eric Murray (Visitor, NL PC)
Joe Johnson (Visitor, Pres ACL)

1. Administration

- 1.1** The Chair welcomed Finance Committee members and thanked them for their participation and contributions. He also welcomed the visitors and noted that at least one member from nine of the twelve PCs were present.

The Chair expressed his satisfaction with where the 'finance file' is at, in both the policies and procedures in place and with the results. He welcomed the new Executive Director, Sarah Matresky, who is proving a quick study and inspires confidence. The financial administration in the office is good.

- 1.2** A call for additions to the Agenda yielded none.

- 1.3** Approval of the Agenda as published in the AGM Book was called for.

Motion to adopt the Agenda as published – Ernest Wiesner / Ralph Thistle **Carried**

2. Review and Approval of ROP, Business Arising and Updates

- 2.1** Approval of 2009 SAM Finance Committee ROP.
No errors or omissions were noted.

Motion to adopt the 2009 SAM Finance Committee ROP as published -
Max Goldack / Tom Holland **Carried**

- 2.2** Business Arising and Updates from the 2009 SAM Finance Committee ROP.
- a. Signatories to bank accounts: There are now five as requested.
 - b. Audited Financial Statements to show matching budget figures: Accomplished with the current statements.
 - c. The ED reported on her get acquainted meeting with Mrs. Birchall.

- d. On the issue of the ACL Kit Shop / Catalogue, the new ED reported that she is happy with and wants to keep the operation as it currently is – a small inventory – but attempt to add one 'gift' item per year to offer squadrons for recognition purposes. Initiatives on providing 'one of' clothing lines by hooking up with the likes of Top Marks and YFS (Your Fundraising Source) were discussed. (Secretarial Note: There is still an active SPU Goal headed by the Resource Generation Committee Chair on this subject.) **Action: ED**
- e. The ACL Foundation has been stood up, being incorporated by receiving its Letters Patent on 3 March 2010. It will be in business once it has been confirmed as a Registered Charity. **For Info**
- f. On conducting financial management workshops, it was determined from those present that at minimum the following PCs have recently done so: BC, AB, OPC, QOV and NL. Well done! The remainder are encouraged to do so. **Action: All PCs**
- g. It appears that there still are no PCs giving awards for best SSC Financial Management or Best Treasurer(s). He would like to see it happen. **Action: All PCs**
- h. The National Per Capita single PC Assessment Fee to cover all validated NLL purposes was developed and is part of the new Budget to be presented to the membership at this AGM 2010. **For Info**
- i. Re SPU Goal D2 (Fund Raising Fields for the NLL, PCs & SSCs Levels), there has been no end game since the last meeting. (Secretarial Note: Goal D2 is now owned by John Scott, the new Chair National Resource Generation Committee.)
- j. The previous ED had indicated that he was considering and would likely recommend that the current office accounting person's contract with Account Temps be bought out so that he is hired directly by us. This was done and Ray McAndrew started on four days a week in April 2010. **For Info**

- 2.3** Review of the Finance Committee Report in the AGM 2010 Book (page 32).
There were no questions or comments.

3. New Business

- 3.1** Presentation & Review of Audited YE 31 March 2010 ACL Financial Statements: These had been made available in a near final draft days prior.

Motion to adopt the said FS as published and recommend adoption by the BOG for its recommendation to adopt by the membership at the AGM –

Stan Harry / Ralph Thistle **Carried**

- 3.2** Report on the ACL Office Financial Management and Administration: All is fine.

3.3 Audit and Auditors for FYE 2010-11:

The Chair expressed the view that although the current auditors know our files well, we might well get better service for money spent from an alternate service source.

The ED spoke to this view.

It was suggested to visit the Ontario CGA website for Public Practitioners.

It was mused whether we could replace the auditor by an audit committee and a 'review'. Carol Cox to check,

Action: Carol Cox

We also need to ascertain whether an audit is actually needed to satisfy the requirements of the DND Grant.

Action: ED

Motion to recommend to the BOG and in turn to the membership at the AGM to have the ED investigate audit sourcing alternatives in the next months and delegate the final decision for the 2010-11 Audit to the BOG once results are in –

Stan Harry / Greg Boudreau **Carried**

(Secretarial Note: This was indeed agreed to by the membership.) **Action: ED**

3.4 Review of the 2010-11 + 2 Years ACL Budget:

The said budget had been made available via e-mail prior to the meeting.

Motion to recommend adoption by the BOG and in turn by the membership at the AGM - Greg Boudreau / Ernest Wiesner **Carried**

- 3.5 Quality/state of SSCs, Treasurers & ACC9s across the ACL:** There are still 45-50 ACC9s that are not produced each year across the 454 SSCs. Of those submitted only about 50% are balanced (i.e. done completely and accurately). The solution rests in ensuring that proper SSCs are in place and operating as they should at every squadron. Then proper oversight and training are required by the PCs, through their FCO, Treasurer and other trainers. For ACC9s and financial management, it is recommended to elevate the status of treasurers to help in acquiring better and more committed incumbents across the 454 SSCs. For training, modules are starting to be available on the ACL web site or through the Chair of the ACL Finance Committee in addition to using the PPM as a source document.

Action: FCOs and PCs

- 3.6 Added Item:** Tom Holland ask if the ACL was ready to work with electronic ACC9s. He volunteered to provide more information.

Action: Tom Holland

4 Conclusion

4.1 Good and Welfare of the Air Cadet League of Canada:

The financial support of the PCs and the stand-up of the ACL Foundation are tremendous steps forward.

4.2 Closing Remarks

The Chair acknowledged anew the very good progress made, thanks to the members of the committee and the office staff. Finances and Financial Management are sound. He looked forward to continued support and involvement of those present.

4.3 Date of Next Meeting

November 18th 2010 (TBC) at the SAM in Ottawa

4.4 Adjournment: At 10:00 AM

Appendix E

Committee Meeting Minutes/RO\$S

National Flying Committee

**APPENDIX B – Report, National Flying Committee
RECORD OF PROCEEDINGS
June 17-18, 2010 - 0830**

Attendees:

Chairperson:	Eric Steffensen	Governor
Co-Chair	John Walker	Governor
Members:	Jim Mullins	NS
	Fred Hopkinson	ON Chair Aviation Committee
	Terry Lewis	MB Chair
	Mike Hnatiuk	MB
	George Evans	MB
	Rick Mortensen	NWO Chair
	Dave Vokey	PEI Chair
	Pierre Barabey	QC Directeur Executif
	Marcel Biveau	QPC
	Jerry Elias	OPC
	Dale Crouch	NWT Vice Chair
	Edgar Allain	NB
	Norm Lovitt	BC
	Gary Pinscent	NL PC Chair
	Fred Johnsen	AB PC Chair
	Grant Fabes	ACL Vice Chair
	LCol Francios Gaboury	DND/DCdts SSO Air
	Maj Bill Fox	DND/DCdts NCA Ops O
	Maj Pierre Giroux	DND/DCdts 4-5

I. GENERAL

1.1 Welcome

The Chairman opened the meeting at 0830 hrs and welcomed everyone to the meeting.

1.2 Call for New Agenda Items

New agenda items- OPC CATO 52.07, QPC Glider Insurance, and ATL the DND rental of ACL Vehicles. There were no other new agenda items.

1.3 Approval of Agenda

Moved by Terry Lewis and seconded by Dave Vokey that the agenda be approved as amended.

Carried

1.4 Approval of the Minutes of the Previous Meeting

The Chairman asked for approval of the minutes of the flying meetings held at the SAM in Ottawa on the 19th and 20th November. Acceptance moved by Terry Lewis and seconded by Dave Vokey.

Carried

1.5 NCA Ops O Report

Maj Bill Fox presented the National Cadet Air Operations Officer (NCA Ops O) report. The report addressed the Flying Statistics, Flight Safety, Scholarship Quotas, Power Pilot Scholarship Training, NCA Ops O Initiatives and the Strategic Plan update.

a) Flight Safety Summary for the 2009 calendar year included three major accidents, one each in EST, CEN and PRA Regions. To date in 2010, there have been 5 accidents, one glider in the ATL, one ground glider towing in the CEN, one personnel injury (hard landing) in the PRA, and most recently two L-19 accidents in the PAC.

b) The 2009 pass-fail for PPS was 263 candidates and 253 passed; for the GPS, 315 candidates and 284 passed.

c) Advanced Gliding Programme (formerly Advanced Soaring Award) has been DND regionally funded for 2010. EST and CEN have opted to award the slots to last years GPS graduates and the other three Regions will award the slots to the top GPS graduates from this year.

d) The Glider Famil Days are now to be known as “Aviation Day”.

e) Power Famil pilot upgrade programme is ongoing and feedback has been positive.

f) Manitoba and Saskatchewan questioned a four-hour travel limit to the gliding site and this is adversely impacting their programme. ***Maj Fox to investigate, as it appears to be a regionally imposed restriction.***

1.6 NTA Report

Maj Fox presented the NTA briefing in the absences of Maj John Cooper. NTA briefing, addressed the ACGP fleet, SIRP, Glider support from K&L Soaring, and SPWG issues. The PP presentation was emailed to NFC members.

a) SIRP funding for FY10/11 to be determined.

b) PAC Region C182 (Wilga Replacement) technical documents have been completed and project closed.

c) The L-19 0-540-engine prototype was accepted 9-10 September 2009. Second aircraft for a “proof fit” was delivered in April 2010. The long- term plan funding is still under discussion between ADM(Mat) and DCdts.

d) The four commercially manufactured (Roman’s Design) Winches were accepted in October 2009 and two additional winches to be accepted in July 2010. Two more may be ordered in Set 2010 dependant on the acceptance of winches 5 and 6. The operational forecast is for 14 Roman’s design winches.

II. BUSINESS ARISING

2.1 Update on Glider Procurement

a) Northwest Ontario has procured a replacement glider. PAC is next on the priority list followed by Alberta.

b) NS may be able to repair the glider involved in their latest accident. Confirmation pending.

c) Jerry Elias will coordinate the glider priority list

2.2 Procurement of Two National Reserve Gliders

All PC present and the NWT were in favour of establishment of two Nation Reserve Gliders.

Decision – The committee will send various funding proposals to the PCs for consideration. The selection of the funding method will be discussed at the forthcoming SAM.

2.3 National Aircraft Spare Parts Inventory

a) OPC emphasized that no PC should dispose of any glider parts and the parts should be stored properly to prevent any further damage.

b) There were questions concerning the control and availability of the National DND inventory of L-19 parts. Resourcing of the spare parts deferred to the SAM.

2.4 Cessna 182 Update

Aircraft Maintenance documents have been completed. Conversion syllabus, AOIs and checklist are being developed.

2.5 ACGP Strategic Plan Update

a) Update included in NCA Ops O presentation.

b) Previous SAM Recommendation - A joint DND/ACL team evaluate the APPS summer 2010 trial results. The evaluation team would be given an agreed upon Terms of Reference and the evaluation criteria.

2.6 PTTA Applications

The current staffing system makes it difficult to the application deadline especially in the Regions with more than one province. One option is to have the RCA Ops O approval given electronically to the ACL Headquarters. **Note - To be discussed and finalized with ACL ED.**

2.7 Top GPS and PPS Cadet Graduate Selection

Regional issue and item closed.

III. NEW BUSINESS

3.1 ACC PC12 Form B.

a) A list of insured aircraft was checked and numerous errors were found. It is imperative that every PC reviews their list and confirms or correct as appropriate. This must be done to insure that our aircraft are properly insured.

b) There does appear to be a small issue as to what aircraft can be included. The aircraft list in the Contract for Goods and Services are the ones owned by the ACL and are in operational use in support of the ACGP and whereas DND has agreed to provide maintenance, etc.

c) Bill Paisley has requested that the number of squadrons that are taking advantage of the MAAC grant be added to the Form B.

3.2 Contract for Goods and Services

Annex A to the Contract for Goods and Services dated 2004 is in need of being updated to include aircraft, winches, and launch vehicles.

3.3 ACL Power Familiarization Qualification Continuation Flying Bursary

Grant Fabes briefed the committee on the progress of combining some of the present small scholarships for a National Continuation Flying Bursary.

Note – Honors and Rewards Committee has approved in principle the initiative to combine the present small bursaries and scholarships to make available larger amounts to cadets that demonstrate a commitment to the ACGP for continuation flying. The monies would be paid to a flying club for the training.

3.4 Aviation Day Flight Simulator Trailer

Dream flyer flight simulators have now been distributed to each region. There seems to be some concern about having these available to remote locations. Currently each region seems to be at a different level of implementation on this programme so we will keep an eye on it and see how things progress. This should be on the SAM agenda for a progress update.

3.5 Youth Flight Canada Bursary

Fred Hopkinson gave an overview briefing on www.youthflight.ca and some other glider bursary programmes. He feels that there is potential for some of these programmes to attract youth away from our programme and they should be monitored. The majority of the committee was of the opinion that most of these programmes complimented our programme and it was felt that there was not too much reason for concern

3.6 CATO 52.07

CATO 5207 has a requirement for an annual proficiency ride with a licensed instructor. This tends to create some financial hardship, which, in turn, discourages participants. This issue has been around for awhile and Maj. Fox has not found any resolution to the issue. However it was felt the requirement has served its purpose fulfilling the insurance requirement and due diligence for the cadet safety.

3.7 Glider Insurance

QC raised an issue concerning glider insurance. They feel that it is getting difficult to replace glider at the current insured value and it might be time to seek an increase. The committee will do some investigation and this issue will be placed on the agenda for the SAM

Note – The insurance is negotiated by the ACL ED and all factors beside the programme profile have to be considered such as DND SIRP contribution to the replacement glider and the wreck buy back option. DND does not insure their equipment or their part of the funding equation. This has been discussed in the past.

3.8 DND Rental ACL Vehicles

ATL RGS rental of ACL vehicles for the summer training in the past has been part of vehicle funding. There appears to be issue on the renting of these vehicles. ***NCA Ops O will investigate.***

3.9 ACGP Flight Safety Biweekly Reports

Reminder to all committee members that the flight safety reports that are being circulated by the chair are restricted and are from the Canadian Forces Flight Safety organization and are not to be distributed beyond the committee level!

IV. CONCLUSION

4.1 Good and Welfare of the Air Cadet League of Canada

The Strategic Plan Working Group review of the ACGP hopefully will increase the interest in the programme keeping the “Air in Air Cadets” and increase the recruiting and retention.

4.2 PCs NFC Representatives

Repeat comment - NL representative express disappointment in the conduct of the Spring/Fall Glider Familiarization programme in Newfoundland. NCA Ops O will discuss the concerns with the Regional RCA Ops O. NL questioned when would a winch be available for their Aviation Day programme.

4.3 Closing Remarks

a. NFC members thanked for their participation in the conference and special thanks to NAC Ops O, Maj Bill Fox for his report and the NTA report.

Note - subsequent to the meeting SSO Air announced that Maj Cooper would be leaving the NTA position. His replacement has not yet been announced.

b. John Walker will be taking over the National Aviation Committee Chair position. Jerry Elias has been named as the Vice Chair.

4.4 Date and Time of Next Meeting

The next meeting of the National Aviation /Flying Committee will take place at Ottawa at the SAM in November 2010. Telephone calls and e-mails will keep everyone informed in the meantime.

4.5 Adjournment

There being no other business, the meeting was adjourned at 1200 hrs.

Appendix G

Committee Meeting Minutes/RO\$S

Public Relations & Image Committee

**APPENDIX C – Report, Public Relations and Image Committee
RECORD OF PROCEEDINGS
June 17, 2010 - 1330**

Attendees: Greg Boudreau – Nouveau Brunswick
Marcel Bineau – Québec
Carol Cox – Alberta
George Evans – Manitoba
Stan Harry – British Columbia
Nancy Matheson – Prince Edward Island
Stan Monkman – Alberta
Leigh Ann Pingyin – Ottawa, National Office
Ron Rique – British Columbia
Yvon Soucy – Quebec

Absent: Ed Statham – New Brunswick
Darlène Laroche - Alberta
Don Hogan – British Columbia

1. ADMINISTRATION

1.1 Opening remarks by Chairperson
The Chair welcomed PR & I Committee members and thanked them for their participation and contributions. Welcome of visitors and noted that at least one member from seven of the twelve PCs were present.

1.2 Approval of 2009 Public Relations & Image Committee ROP of 20 November 2010.
No errors or omissions were noted.

Motion to adopt the 2009 AGM - PR & I Committee ROP as published -
Georges Evans / Stan Harry **Carried**

1.3 A call for additions to the Agenda yielded none.

1.4 Approval of the Agenda as published in the AGM Book was called for: Add an item: 70th anniversary of the Air Cadet League of Canada.

Motion to adopt the Agenda as published with an added item –
Yvon Soucy / Carol Cox **Carried**

2. BUSINESS ARISING

2.1 Business arising and updates from 2009 AGM in St. John's. The only point pertaining to this subject will be covered in point 3.7 of the new business section of the meeting.

3. NEW BUSINESS

3.1 A joint committee between Public relation and Image and the Recruitment and Retention committees has produced a PR Kit containing 28 documents/tools for SSC's has been launched on our national web site since, April 2010. CD's were sent to the PC Chairs for distribution to each SSC last May.

3.2 The Public Relations and Image Committee launched a communication plan to gain maximum exposure for MOU's with the aviation and aerospace industry, last November 2009. The committee considered that the first three actions of the communication plan have been completed. A survey has been distributed to PC Chairs according to the action plan – SPU C 6-3 about gaining maximum exposure of MOU's with the industry at the SSC level. We are waiting for answers from PC Chairs at this time. Leigh Ann Pingyin, from the National office, introduced a new section on our national web site called «Quick links – League Industry Partners» with all the necessary documentation on our partnerships including the latest MOU with the Canadian Airports Council (CAC).

3.3 Eastern Region has implemented a new initiative during 2009-2010 according to their regional marketing plan. This initiative consists of 96 Cadets corps over 243 CC have implemented a marketing team in their cadet corps for the 3 elements. The role of these marketing teams is to demonstrate the value of the cadet programme to youngsters and to the community. The second role is to give advice to SSC and to CO's for particular measures to implement for retention of cadets. Those marketing teams when implemented have good impact on recruitment. We will see if there is a retention impact on cadets in the near future. RCSU Eastern sent a tasking letter to each CO to improve recruitment and retention of cadets until 31 March 2011 and to introduce marketing teams at their unit in order to achieve those objectives.

3.4 A subcommittee has been formed to write articles to different industries' magazines and to the Air Force Magazine. Don Hogan has sent an article on our partnership with industry to the editor of the Air Force Association magazine. Joe Johnson approved the initiative. We have asked each PC to provide other articles for this magazine at the mixed meeting with PC Chair in Regina, Saskatchewan.

3.5 A project is in place to provide an electronic brochure for cadets regarding career opportunities within the industry in a joint venture with the LIP Committee. This brochure would be configured in such a way that cadets will be more interested to pursue a career within the industry.

Motion to work with the LIP Committee in planning and exploring different ways to design an electronic brochure that includes hyperlinks. This brochure is to be created in order to better familiarize Air Cadets with career opportunities in the aviation and aerospace industry -

Marc Lacroix/Marcel Bineau **Carried**

3.6 A project to produce an electronic brochure for opportunities to be an Air Cadet. The chair has shown a skeleton of this brochure with hyperlinks (web sites or electronic documents) to the committee members. An agreement that a sub-committee be created in order to design this brochure. The National office is interested in contributing to this brochure.

Motion to continue the design of an electronic brochure on the opportunities to be an air Cadet -

Marc Lacroix/Stam Harry **Carried**

3.7 Ed Statham proposed to the PR & I Committee members if they are interested in contributing to a national advertising campaign and provide an official proposal about an insert in the newspapers of their province. Even if it was a success in New Brunswick, members of the committee recommended that as a League we should be aware of the cost effectiveness of this initiative. Promotion is costly in newspapers and squadrons should be prepared to share costs with other units. Members of the committee proposed to use articles in regional newspapers to promote the cadet programme with the new PR Tool Kit at different periods of the year. Members also proposed that we should ask cadet and parents to construct an ad advertising activities of the squadrons in their location. Members representing BC proposed that SSC's are making connections between industry and schools for organizing conferences about career opportunities in the Aviation and Aerospace Industry for youngsters. This kind of initiative has changed the perception of the community towards the Air Cadet programme. As a chair, I have a contact with a CIC officer who is willing to put me in touch with an owner of movie theatres in order to have ads about the cadet programme put up on the 'big screen'. John Walker from Nova Scotia is ready to help me with this issue.

- 3.8** 70th anniversary of the League: Members of the committee made a motion to underline the 70th anniversary of the League by advertising on our national web site, stamps, League letterhead and/or by providing promotional items to members of the League and public. This committee is ready to contribute and put forth their efforts to prepare celebrations of the 75th anniversary of the League according to our strategic plan. These preparations should begin as soon as possible.

Motion to adopt that the 70th anniversary of the Air Cadet League being underlined by putting advertisement on our national web site, stamps, letterhead of the League and by providing promotional items to members of the League or by underlying it with special events at the next National AGM.

Marcel Bineau/George Evans **Carried**

Motion to adopt that this committee will contribute to the celebrations of the 75th anniversary of the Air Cadet League according to the strategic plan.

Marc Lacroix /Yvon Soucy **Carried**

4. Conclusion

- 4.1** Good and Welfare of the Air Cadet League of Canada:
No points were brought to our attention.

4.2 Closing Remarks:

The Chair acknowledged the progress made, thanks to the members of the committee and the office staff. He looks forward to continued support and involvement of those present.

- 4.3** Date of Next Meeting: 18 June 2011 (TBC) at the AGM in Moncton

- 4.4** Adjournment: At 1600hrs.

Submitted by: Marc Lacroix

Appendix H

Committee Meeting Minutes/ RO\$S

Recruitment and Retention Committee

**APPENDIX D – Report, Recruitment and Retention Committee
RECORD OF PROCEEDINGS
June 17, 2009**

I. ADMINISTRATION

1.1 The Chair welcomed the twelve participants at what was to be the final meeting of the Recruitment and Retention Committee under the existing mandate

II. BUSINESS ARISING

2.2 L/Col Gaboury, SSO Air, provided cadet population figures which showed a modest gain. However, a major and sustained effort would be needed by all parties concerned especially at the squadron level to achieve the numbers outlined in the cadet Population Growth Initiative document. Also of concern is the number of squadrons whose strength is below thirty cadets, which has now reached 148 or one third of the squadrons operating.

2.3 The PR Kit for SSCs, developed as a joint project with the Public Relations Committee has been completed, translated and posted to the Website. The need to promote its regular use in preparing news items of interest for local media was agreed to to promote community awareness of squadron activities. (Quality of programme plus squadron reputation = retention level). Excellent work by Tom Taborowski and Darlene LaRoche who put the PR Kit together.

2.4 National Website – SSC Material. When discussing translation needs relative to placing SSC material on their National Website the earlier work of Bob Robert in translating fifty plus pages to text for the 10 Guiding Principles for SSCs was referred to. Without that help there would have been a considerable delay in getting the material onto the SSC Website in both languages which is an essential element of the work at the National level

2.5 Volunteer Recognition at the squadron level as outlined in Principle #5 featured in a survey by Q & OV PC the results of which were shared and discussed. 57% of former members contacted reported that they received no recognition from the SSC they had served. General discussion concluded that this was probably indicative of what was occurring in other regions and consideration should be given to incorporating a more formal requirement that volunteer service be reviewed by every SSC at a set point in the administrative calendar.

2.6 The committee's proposal to D Cadets for an OJT Level Five optional activity (meeting with SSC member to look at volunteer options with the League) has been accepted in principle and is now with the writing boards. Our thanks to Major Francis and Captain Matheson (nee Onchelenko) for their support and assistance with the project. The proposal as submitted has since been sent to the PC Chairs Committee and BOG for information.

III. New Business

3.1 Subject to approval by the BOG The Terms of Reference for what will be referred to as the Members Committee will focus on continuing to provide web based training material of interest to all members but to Squadron Sponsoring Committee members in particular. Screening and Registration has been incorporated into the services provided by the Members Committee

3.2 The challenge of making sure that SSC members, especially new ones, are aware of the website material being provided for them and encouraging, by a variety of means, that it is accessed regularly remains a challenge in communications. PC Committees were seen as playing a key role in promoting awareness.

IV. Conclusion

4.1 Recruitment and Retention of both cadets and civilian volunteers for SSC duties will remain a high priority for the foreseeable future if the air cadet membership is to reach the target set in the Population Growth Initiative document

4.2 The Chair thanked committee members for their work in the past year and especially Lloyd McIntyre for his assistance as Vice Chair.

4.3 The final mandate of the Members Committee and the Attraction and Retention of Cadets Committee have yet to be approved by the BOG. It is anticipated both new committees will meet at the SAM 2010

Submitted by: Ken Higgins

Appendix F

Committee Meeting Minutes/ RO\$S

National Honours and Awards Committee

**APPENDIX G – Honours and Awards Committee
RECORD OF PROCEEDINGS
June 17, 2010**

Chairperson: Craig Hawkins
Vice-Chairperson: Robert Parsons

In Attendance:

Bob Goudie
Max Goldack
Ron Ilko
Guy Albert

Len Jenks
Fred Hopkinson
Dave Hayden

Jim Ash
Irene Doty
Harold Fowler

Brent Wolfe
Jim McKeachie
Jan Reidulff

1. ADMINISTRATION

- 1.1** Welcome and Opening Remarks
The Chair welcomed everyone to Regina and thanked them for the work during the year. He noted that several members would be coming and going during the meeting in order to participate in other meetings.
- 1.2** Additions to the Agenda
Scholarship Report added as Item 3.8
- 1.3** Approval of the Agenda
Moved by Brent Wolfe, seconded by Bob Goudie that the Agenda be approved.
Carried.
- 1.4** Approval of the Minutes of the Last Meeting (November 2009)
Moved by Brent Wolfe, seconded by Len Jenks, that the Record of Decisions of the November 2009 meeting be approved as circulated.
Carried.

2. BUSINESS ARISING

- 2.1** West Jet Pilots' Association Flying Training Award
There were minor revisions made to the form. Also, all provincial committees must sign off on their nominee. At the request of the Provincial Chairs, completed nominations must be forwarded to the provincial office no later than 30 September. The provincial nominee must be forwarded to the national office no later than 31 October. The announcement of the winning candidate will be made jointly by Westjet and the Air Cadet League in January.

Action: Nomination form to be amended and send out to provincial committee chairs.

- 2.2** CASARA Continuation Pilot Training Award
The Chair reviewed the lengthy process and the roadblocks to get this award approved. Max Goldack's assistance was critical in getting the final version approved by CASARA. The award is now approved and will be added to the PPM. The final selection will be made at the Semi-Annual Meeting in Ottawa with the announcement being made by CASARA and the League in January.

Action: Formal approval is still required by the BOG. Application form to be revised and added to PPM.

- 2.3** Bar for Air Cadet League Volunteer Long Service Medal
At the request of the members, the Committee has recommended the use of a silver bar with a single maple leaf to be issued for 20, 30 and 40 years of volunteer service to the League. At 50 years, the silver bars will be replaced with a gold bar with a single maple leaf.

Action: The Chair and ED will work with Joe Drouin Enterprises to have the bars produced and made available for purchase.

Action: The National Office will develop a data base to track the names of members issued with the medal, as well as the date of issue and the subsequent dates for issue of the bars. Provincial Committees will be asked to provide the necessary information to the National Office.

2.4 Post-Secondary Scholarship for Technical Training

The potential donor has indicated that he is no longer able to provide any money for a post-secondary scholarship at this time.

The Honours and Awards Committee feels that the League should be looking for a partner to provide a post-secondary scholarship for aviation-related technical training.

Action: Develop a template for a scholarship for technical training that can be used in discussion with potential donors.

2.5 Quality of Awards and Citations

The consensus was that the quality of the citations has improved but the level of substantiation for the awards is still lacking. The committee members can write citations if they are provided with appropriate substantiation.

Action: Chair to brief the Provincial Chairs at the AGM and to revise the memo that is sent out in January.

The Committee also improved increasing the length of the citation to 100 words.

Action: Revise the PPM.

2.6 Recognition for Outgoing Honorary Solicitor

A Certificate of Merit, a letter from the president and an Air Cadet coin will be presented by Jim McKeachie to outgoing Honorary Solicitor Stuart Clyne on behalf of the National President and the Air Cadet League.

3. NEW BUSINESS

3.1 Review of the Process for Changes to the PPM

The Chair reviewed the process for making changes in the PPM. Any changes must be submitted through the Honours and Awards Committee. Board of Governor approval may be required. Once the change has been approved it will be posted to the PPM at the same time that translation is taking place/

3.2 A Different Way to Distribute Scholarships and Bursaries

The committee discussed the proposal to change the way Continuation Flying Scholarships are distributed (fewer awards, but higher dollar value).

The Committee supported the proposal with three conditions:

- i) The Donor(s) approve of the change
- ii) The original Donor(s) continue to receive national recognition
- iii) The funds are held in trust for the cadet at the flying school where he/she will be flying.

The Committee did not support the proposal that the cadet be requested to put up any money as a show of commitment as a condition of receiving the award.

Action: Respond to the National President in writing.

3.3 Criteria for Selecting the “Top Cadet”

The Committee reviewed the criteria used by the Alberta Provincial Committee. It made some minor changes to the weighting of the various categories. The revised form will be distributed as a recommended (not required) tool. The Committee strongly urged all provincial Honours and Awards committees to have a standard criterion for any significant award, or any award where the cadet receives cash or an in-kind donation.

Action: Revise form and share with Provincial Committees.

3.4 Selection Criteria for the CASARA Bursary

The Honours and Awards Committee is charged with selecting the recipient of the CASARA Continuation Flying Scholarship Award. Prior to making the selection in November, a set of evaluation criteria will be developed and approved.

Action: Develop a draft set of evaluation criteria and share with Committee members by October.

3.5 Revised Terms of Reference for Honours and Awards Committee

The proposed Terms of Reference for the Honours and Awards Committee were circulated and discussed. Some changes were proposed.

Action: Chair to send a revised Terms of Reference to B. Robert.

3.6 Scholarship Sub-Committee Report

Irene Doty reviewed the work of the Scholarship Sub-Committee. There was some concern that the number of applications was down. The overall quality of the applicants continues to be extremely high.

Action: The Committee will coordinate an information bulletin through the League and the DCdts communication channels simultaneously so that all stakeholders in the system are aware of these two scholarships.

4. CONCLUSION

4.1 Good and Welfare

Irene Doty read a brief letter received by the winner of the 2009 Dale Scholarship. The message will be read to the members at the President's Banquet. (Note: A message was received by the winner of the 2009 Birchall Scholarship, but was not received in time to be read at the Banquet).

4.2 Closing Remarks

The Chair thanked the members for their work throughout the year as well as their active participation in the deliberations at the AGM.

4.3 Date of Next Meeting: November at Semi Annual Meeting

Attachments sent out electronically:

Record of Decisions, Semi Annual Meeting 2009
West Jet Pilots' Association Application
CASARA Application and PPM insert
Alberta PC Selection Criteria
Proposal for Reallocating the Continuation Flying Training Awards

Appendix I

Award Recipients AGM 2010

CERTIFICATE OF RECOGNITION CITATIONS

Saskatchewan Parks and Recreation Association

Nominated by: Saskatchewan Provincial Committee

The Air Cadet League is pleased to recognize the Saskatchewan Parks and Recreation Association's nearly 40 years of unfaltering support to the League and the Air Cadet programme in Saskatchewan.

Royal Canadian Legion, Branch 76

Nominated by: Saskatchewan Provincial Committee

The Air Cadet League is pleased to recognize Branch 76 of the Royal Canadian Legion as a proud supporter and sponsor of #520 RCACS in Meadow Lake Saskatchewan over the past sixty years.

428 (Peterborough) Wing, Air Force Association of Canada

Nominated by: Ontario Provincial Committee

The Air Cadet League is pleased to recognize 428 (Peterborough) Wing, Air Force Association of Canada as one of the most successful and recognized sponsors in Ontario.

543 (Wingham) Squadron Sponsoring Committee (ON)

Nominated by: Ontario Provincial Committee

The Air Cadet League is pleased to recognize the 543 (Wingham) Squadron Sponsoring Committee as a model of efficiency, effectiveness and community involvement in support of #543 Wingham RCACS.

Major Robert G. Beck, CD

Nominated by: Ontario Provincial Committee

The Air Cadet League is pleased to recognize Major Robert Beck for his devotion to the Air Cadet programme and his excellent working relationship and collaborative reputation with the Sponsoring Committee of #845 RCACS.

Major William (Mike) Boyle, CD

Nominated by: Ontario Provincial Committee

The Air Cadet League is pleased to recognize Major Mike Boyle for his service as commanding officer of various squadrons and service with distinction as Regional Cadet Advisor for Western Ontario.

Major Mark Holowatyj, CD

Nominated by: Ontario Provincial Committee

The Air Cadet League is pleased to recognize Major Mark Holowatyj for his tireless service and dedication to the air cadet programme and air cadets in Toronto, Ontario and across Canada over the past twenty-five years.

Captain Phyllis G. Morewood

Nominated by: Ontario Provincial Committee

The Air Cadet League is pleased to recognize Captain Phyllis Morewood for her service and dedication to 534 Raider Squadron and long time support to the air cadet programme.

Captain Mike Gielas

Nominated by: Manitoba Provincial Committee

The Air Cadet League is pleased to recognize and gratefully acknowledge of outstanding support to the Prairie Region Gliding programme and the Royal Canadian Air Cadets.

Captain Patti Setlack

Nominated by: Manitoba Provincial Committee

The Air Cadet League is pleased to recognize Captain Patti Setlack for her outstanding support rendered to #307 RCACS and air cadets in Steinbach, Manitoba and across Canada.

Captain Richard Helps

Nominated by: Manitoba Provincial Committee

The Air Cadet League is pleased to recognize Captain Richard Helps for his outstanding support rendered to #179 RCACS and air cadets in Morden, Manitoba and across Canada

Cougar Helicopters

Nominated by: Newfoundland Provincial Committee

The Air Cadet League of Canada would like to express its sincere gratitude to Cougar Helicopters for providing an “awesome” flight to those cadets who were participating in the 2009 National Speak Off competition held in St. John’s Newfoundland.

Mr. Glenn James

Nominated by: Newfoundland Provincial Committee

The Air Cadet League is pleased to recognize Mr. Glenn James and his contribution to the music programme and his leadership of the “cadets that make the band” at #537 RCACS.

Major Danny Walsh

Nominated by: Newfoundland Provincial Committee

The Air Cadet League is pleased to recognize Major Danny Walsh for his overwhelming efforts to accommodate the Speak Off Cadets for the 2009 Annual Meeting of the Air Cadet League of Canada.

CERTIFICATE OF MERIT CITATIONS

Marc Lacroix (QC)

Marc est présentement Gouverneur au niveau National et membre du comité provincial du Québec et de la Vallée de l'Outaouais en tant qu'Ex Officio. Responsable du comité de l'image et des relations publiques au niveau national et provincial, est aussi impliqué dans le comité de recrutement et de rétention. En reconnaissance de son implication et de son dévouement à l'égard de la ligue et des cadets, il nous fait plaisir de remettre à Marc Lacroix ce certificat de Mérite.

Norm Lovitt (BC)

Norm has been involved with the Air Cadet Movement for over 45 years. In his current capacity, as BCPC Aviation and Aerospace Coordinator and member of the NFC, he has been instrumental in the development of Memoranda of Understanding with industry and the advancing of the flying program provincially and nationally. His accomplishments include the adaption and acceptance of the newest tow plane, the Cessna 182.

Garfield Pinsent (NL)

Gary first started his involvement with the cadets many years ago with the 537 Sponsoring Committee and became a Squadron Director with Provincial Committee. He later settled on the west coast and assumed the role of Western Vice-Chair where he recruited several new directors. In 2008, Gary assumed the position of Chairperson of the Air Cadet League of Canada (NL) and will complete his 2 year term in October 2010.

Waltraud (Wally) Johnsen (AB)

Since 1990, Wally has been dedicated to the Air Cadet Program in numerous ways and has always gone the extra mile for the cadets. Wally stepped in to Camp Wright with her take-charge attitude and completely changed the operation of the Camp from what was 20% occupancy to 90% to 100% occupancy. Her dedication to excellence for the benefit of Air Cadets is a goal we should all aspire to.

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Stuart Clyne (BC)

Stuart has provided the Air Cadet League of Canada with sound and thoughtful legal advice on a number of issues, including the development of the Memorandum of Agreement between the Air Cadet League of Canada and the Department of National Defence. This document now forms the foundation upon which our partnership rests. His input, guidance and advice has helped to shape the Air Cadet Program now and into the future.

Kelly Duan (MB)

Kelly has been involved with 170 squadron sponsoring committee since 2005. 170 RCACS is Manitoba's largest Squadron which places a high demand on its Sponsoring Committee. With Kelly's leadership and hard work, the LSC has for the past three years excelled in the areas of fund raising, recruiting and retention.

Collin Heathcote (MB)

Collin Heathcote is 182 RCACS! He was there from the beginning as a founder and even though he left briefly to assist another nearby Squadron, he returned to 182. Collin was a dedicated officer and continues to work tirelessly for the squadron in retirement as Sponsoring Chair. His dedication to 182 RCACS and the Air Cadet program is an inspiration to the movement in Manitoba.

Denis Dunne (PE)

Denis has worked diligently to support the cadet movement on Prince Edward Island. He started his tenure in 2002 and dedicated his time and talent to lead the provincial committee for two successful years. He was the driving force behind the signing of the Memorandum of Understanding between the PEI League and the Aerospace Sector Council. He initiated discussions with the PEI government for recognition of cadet training for school credits. Denis continues to serve the cadet movement as Past Provincial Chair.

Danny Gosse (PE)

Danny has contributed his time and talents to the cadet movement on Prince Edward Island. He started his tenure in 1998 and lead the provincial committee for two successful years. During his tenure, as Provincial Chair, he established a provincial office which permitted a better environment for record keeping. Danny continues to oversee the provincial screening process.

Chris Redfearn (ON)

Chris joined the Ontario Provincial Committee Board of Governors in 2007 as Area Vice-Chair for Western Ontario. He was the catalyst for the Aeronca Aircraft Project Committee which took responsibility for the restoration of a donated 1947 Aeronca Chief aircraft. They partnered with the London District Catholic School Board and local industry to offer a four-week summer school course for Air Cadets. This course provides cadets with hands-on experience in restoring the vintage aircraft while earning a high school credit.

Ted Strain (SK) – Presented on Friday June 18th

Ted joined the Provincial Board of Directors in 2005 after assisting the 34 RCACS Squadron Sponsoring Committee for many years. He eagerly accepted chair of our annual golf tournament fund raiser and has sequestered corporate sponsorship for this event. Not only is the tournament a great social event, it raises in excess of \$7,000 annually in support of our aviation program. Due to his dedication and hard work, engine overhauls and aircraft maintenance has not been a concern.

CERTIFICATE OF HONOUR CITATIONS

Gladys Elaine Jarvie (BC)

Gladys Jarvie has been a volunteer with the BC Air Cadet Program since 1992. Her long association and commitment to the Effective Speaking Program at the Regional, Provincial and National levels has earned her much praise for her determined and effective promotion of the program, which is now firmly established throughout the Air Cadet Movement.

Terry Lewis (MB)

Awarded in grateful acknowledgement of outstanding support rendered to the Royal Canadian Air Cadets.

Lloyd MacIntyre (QC)

Lloyd MacIntyre presently serves as a National Governor, a member of the Quebec/Ottawa Valley Provincial Committee. He also contributes as the IACE Quebec Coordinator, as a member of the National Recruiting and Retention Committee, as well as his work over many years on the Quebec/Ottawa Valley National Selections Committee. In acknowledgement of this commitment, dedication and support shown to the League and the Royal Canadian Air Cadets, this Certificate of Honour is presented to Mr. Lloyd MacIntyre.

Mr. John Hicks (SK)

Mr. John Hicks has served over 24 years with the SK and BC PC. John diligently attends all board meetings and offers sound advice to the executive and other members of our board. He has a friendly approach to issues and can resolve delicate concerns by portraying mutual respect. Not only does John perform his duties in a professional manner, but it is easy to see he enjoys working for our program. Thanks John for a job well done.

Mr. Don Saunders (SK)

The Saskatchewan Provincial Committee is indebted to Mr. Don Saunders for his many years of faithful service to 300 Biggar RCACS and our Board of Directors. Mr. Saunders has been a steady pillar for our committee. He attends most meetings and his knowledge and experience as both a CIC officer and a provincial director and has assisted our committee in ensuring there is a strong air cadet program within central SK. For many years Don was the League representative for Biggar and Unity. This required extensive travel between the two communities. Mr. Saunders professional attitude is very much respected within our board.

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Andy Jeffrey (NS)

Andy Jeffrey has been a CIC officer, Sponsoring Chairman, NS Provincial Committee Treasurer and in recent years, he has done the audits of our financial records which he plans to continue doing. He also served as director for a number of years. His work on behalf of the NS Provincial Committee and the Air Cadet program makes him an excellent candidate for the Air Cadet Certificate of Honour.

Earl C. Lantz (NS)

In recognition of 57 years of service to the Air Cadet movement in Canada including 17 years of service on behalf of the youth of Nova Scotia with the Air Cadet League of Canada Nova Scotia Provincial Committee Inc. Earl has dedicated a tremendous amount of his time and effort to the benefit of the Air Cadet program over an extended period of time and his efforts are greatly appreciated by all members of the Air Cadet League.